

Recommendation No. 5d

Make a study to determine the feasibility of conducting all recruiting on a TDY basis from Headquarters.

1. Such a study must begin with some indication of the dimensions of the recruiting job, and some assumptions. First, we assume that the Agency will remain relatively stable in size and composition for the next few years; and that staffing experience in FY's 1970 and 1971 indicates generally what will be required of recruiters in the foreseeable future. We assume further that it will be both necessary and desirable to continue a nation-wide recruitment program.

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This volume of input, matched against losses which were greater, brought the Agency within easy range of its FY 1972 ceiling. Components henceforth will be able to work toward a balance in their staffing gains and losses. We estimate conservatively that EOD requirements for the next few years will be on the order of [REDACTED] per year, of which at least 85% will have to be supplied by the recruiters.


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3. In FY 1970 field recruiters submitted 4,928 applicant cases. Of these 1,659 (34%) came from the six regions west of the Mississippi. Another 1,649 (33.5%) came from the Central, Northeastern and Southern regions east of the Mississippi, and the remainder (1,620; 32.5%) were produced by Headquarters-based recruiters working in the region which includes D.C., Maryland, Virginia, West Virginia, Ohio and Western Pennsylvania. In FY 1971 the recruiters' case production was 3,547, of which 1,388 (39%) came from west of the Mississippi; 1,174 (33%) from the Central, Northeastern and Southern regions east of the Mississippi; and 985 (28%) from the region worked out of Headquarters. The attached map (Attachment 1) illustrates these major points about the recruitment program:

a. It covers the entire country. Listed are the numbers of applicants, by State of permanent residence, regardless of where they were at the time of recruitment. This reflects the distribution and broadly representative character of our input.

b. It is a continuous activity throughout the year. There are seasonal variations in the numbers of cases produced per month, but there are no periods of inactivity. Data concerning the range and average numbers of cases produced each month are posted only for the regions in the Western two-thirds of the country; it is with respect to this extensive geography that the economics of recruitment methods are most important.

4. Not reflected in the foregoing statistics are the many local-level actions taken by field recruiters on special interest or "flap-potential" cases, either to protect or enhance the Agency "image;" coordination

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we have no record of the eventual action taken, but these informal referrals average close to 200 per year. These services arise from the recruiters' presence in the field, their detailed and current familiarity with their territories, and their knowledge of the gamut of Agency requirements.

5. The foregoing paragraphs serve mainly to outline the scope and extent of the recruitment activity, the results achieved, and some of the related or incidental purposes served by maintaining regional representation. We look now at some of the cost/efficiency factors involved in considering the feasibility of a TDY operation. Let us assume a recruitment force of the size currently authorized for FY 1972.

a. Salaries. No difference.

b. Space. There is no cost to the Agency for space occupied by regional recruiters. If all operated out of Headquarters, space would be required for 12 more Professional Recruiters, plus 2 staff and 2 contract Clerical Recruiters.

c. Telephone Service. Up to 10 additional extensions would be required at Headquarters to handle a high volume of long-distance calls.

d. Secretarial Services. Professional Recruiters in the field have part-time contract secretarial help. At Headquarters one full-time secretary would be required for two recruiters to handle the clerical work load.

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e. Safes. Safes presently in field offices would have to be moved or otherwise disposed of. Up to 10 additional safes would be needed at Headquarters.

f. Office Equipment, Supplies, Postage, etc. Essentially the same.

6. It is in the area of Travel that relative cost/efficiency factors are most apparent. Recruiters would be assigned areas of geographic responsibility in any case because of the importance of continuity in developing and dealing with sources. TDY travel, especially west of the Mississippi, would be neither economical nor efficient for one-or-two-day visits to a given region. Trips of 7 or 8 days would be desirable to permit adequate coverage and source development. Efficient use of time during prolonged trips would involve costs in addition to public transportation such as car rental, use of hotel accommodations for interviewing, week-end per diem, etc., to say nothing of wear and tear on the recruiter. The regionally based recruiter, on the other hand, can cover his territory through shorter trips and achieve continuing coverage at less cost and less strain on self and family life. As an example for purposes of cost comparison, let us look at the region embracing Iowa, Missouri, Kansas, Nebraska and Arkansas--the geographic center of the United States--which is covered at present by a recruiter based in [redacted]. Attached (Attachment 2) are two travel vouchers marked #1 and #2. #1 is an actual voucher submitted by the resident recruiter at [redacted] for the month of December 1970. During the first 18 days of that month he made two trips out of town, of approximately 3 days duration each, to engage in college recruiting, military source development, clerical recruiting, and to interview candidates who had written either to Headquarters or to himself and who looked promising. His itinerary included points in Kansas, Nebraska and Iowa, at a total travel cost of \$257.70. The rest of the time he was in [redacted] preparing applicant cases, interviewing applicants, corresponding with applicants and with Headquarters, and developing sources and leads in the [redacted] area. His total vouchered expenses for the month were \$299.59. Voucher #2 represents a simulated 8-day period during which a TDY recruiter would travel out of Headquarters and cover the same itinerary, for the same purposes, as #1. His travel costs would be \$493.28. Upon his return to Headquarters from this trip, he would have to follow up by telephone and correspondence on contacts made, await responses from applicants seen, and start making arrangements for another visit to the region.

7. Other factors to be considered include:

a. The impact of frequent TDY, including weekends, on Recruiter force stability. Many men left recruitment in the 50's when much of it was done on a TDY basis, because of the strain and the disruption of family life.

b. Recruiters, like other Agency employees, are under mandate to avoid the possibility of hijacking. A few presently can and do fly, but if flying mainline planes they may not carry documents, forms or even brochures that associate them with the Agency. All recruiters could fly out of Headquarters under the same restrictions, but an additional administrative burden would be created by the necessity to cache recruiting materials all over the country, and the risk of hijacking would increase.

c. A Headquarters-based operation would impair our ability to respond quickly to Special Interest cases and to the special requirements that are levied on field recruiters by operating components.

8. The foregoing facts and factors suggest that there would be no advantages in either efficiency or economy in conducting all recruitment on a TDY basis from Headquarters and that a change to such a method of operation therefore would not be feasible.

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